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DD / S T A T U T O R Y  
F I L E  
EX-DIA  
m: Colby  
72-3772//  
11 August 1972

MEMORANDUM FOR: D/DCI/IC  
General Counsel  
Legislative Counsel  
Director/ONE  
SAVA  
Director/PPB

SUBJECT : Selection of Officers for the Management  
Advisory Group

1. Attached is a memorandum from MAG proposing how their members be selected. Mr. Colby has given it to each Deputy Director and anticipates these suggestions of MAG will govern future appointments to the Group. The Director has reviewed the memorandum and thinks it a good paper. You will note there is no change in qualifications for membership. What MAG is proposing is a more orderly approach to their selection.

2. Because of the size and diversity of career patterns within the "DCI area," we will not comply with all details. It is requested that your nominating decisions be influenced by the spirit of the attached. Please circulate it to those you feel would be interested and qualified to serve on MAG. The current members are [redacted]  
[redacted] (OGC) who is scheduled to be replaced on 1 October and [redacted] (SAVA) will serve until 1 June 1973. Please let me have a list of those from your area you wish Mr. Colby to consider during the next year and feel free to add or subtract from it at any time.

STA

STA

[redacted]  
Assistant to the Executive Director

Attachment as stated

cc: Inspector General

Executive Registry
73-3772

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22 June 1972

MEMORANDUM FOR: Executive Director-Comptroller  
SUBJECT: Appointments to the Management Advisory Group

1. The Management Advisory Group has given some thought in recent months to such problems as lack of awareness of MAG's existence; attendance at MAG meetings; ability of MAG members to follow through on assigned projects; and greater involvement in and use of MAG at the Directorate and Office level. The question of selection of MAG representatives appears to us directly related to these problems. More careful and precise selection procedures could help to ensure that those chosen want to serve, are fully aware of and capable of dealing with the responsibilities involved, and are willing and able both to adjust their regular working schedules on occasion and to spend whatever extra time is needed. Moreover, a revision of procedures could ensure that the decision involves more than a few people in the front office of the Directories and that more people become aware of MAG's functions.

2. MAG believes that management also could benefit by careful selection of appointees. If those serving are fully qualified in every way, then they could more effectively fulfill the advisory and communication role for which MAG was created. Moreover, because MAG offers a unique form of executive training with exposure to "Agency capabilities, problems, limitations, and dynamics," management could use its MAG choices as part of an overall career development plan for promising officers.

3. MAG therefore recommends that each Directorate re-examine its selection procedures and consider alternative methods. MAG would like to see all Directories use a

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system which involves various components below the Directorate level in the selection process and which encourages interested individuals to apply for a position on MAG. More precisely, MAG recommends that various Staffs and Offices submit yearly to the front offices of their respective Directorates a list of names from which MAG appointments for that Directorate would be chosen. Names could be added yearly to that list and deletions made when necessary. Special care should be taken to ensure that candidates are interested, available and qualified to carry out MAG's responsibilities. The final choice would be made by the individual Directorates. Those chosen should be between 30 and 45 years of age; in grades 12-16; should possess a recent pattern of Fitness Reports of at least Strong; and should have had the Midcareer Course, or experience in Agency-wide issues and activities, or strong interest in these areas. It would be preferable if appointees in each Directorate represented different age and grade categories.

4. To ensure that all interested individuals are considered, Offices and Staffs should institute a procedure used very successfully by NPIC in making appointments to its Training Selection Panel and Career Service Board. NPIC regularly circulates memoranda inviting employees who are interested in serving in either capacity to apply. The memoranda contain guidelines and list duties. A sample of a possible memorandum which could be circulated on MAG is attached. Those who apply would be considered along with any other candidates the Office deemed suitable.

5. MAG has been fortunate, for the most part, in having members who have met the criteria of interest, availability and suitability. The present system is haphazard, however, and a change in the selection process could help to ensure that MAG remains an effective instrument.

MANAGEMENT ADVISORY GROUP

ATTACHMENT

Sample Memorandum

MEMORANDUM FOR: All Personnel

SUBJECT: Selection of Officers for the Management  
Advisory Group

1. To encourage officers who want to serve as representatives on the Management Advisory Group, I invite those who wish to be considered to advise their Branch and Division Chiefs of their interest. Those who apply will be considered along with any other candidates the Office deems suitable. A limited number of names will then be sent to the Deputy Directors and the final selection made there. Those chosen will serve a one year term.

2. MAG was set up in 1969 to provide new opportunities for a dialogue between management and responsible officers at a lower level; to expose middle-grade officers to Agency capabilities, problems, limitations and dynamics; to render an advisory service to management by identifying issues and problems or by commenting on those already identified; and to provide vertical communication outside (but not in violation of) formal channels. MAG has been involved in evaluating such questions as R and D organization, language training, work schedules, the Agency's "image", employee morale, the role of younger officers, the Career Training Program, personnel management and many other issues.

3. Those appointed would be expected to attend all meetings, which generally include one all-day or half day meeting per month as well as one evening meeting. He or she would be expected to take on various tasks which could necessitate investigation, research,

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writing, interviewing or other activity. The appointee would probably serve as a co-chairman for a limited period and would be responsible for coordinating and directing all MAG activities during that time. At the same time, MAG members are expected fully to carry out their regular Office duties and responsibilities. Because service on MAG is time consuming, I would encourage only those who are willing and able to adjust their regular work schedules accordingly and to spend whatever extra time is needed to apply.

4. The following criteria will govern selection of candidates:
  - a. Participants should be between 30 and 45 years of age.
  - b. Participants should be selected from officers in grades 12 through 16.
  - c. Each should possess a recent pattern of Fitness Reports of at least Strong and should have had the Midcareer Course, or experience in Agency-wide issues and activities, or strong interest in these areas.
5. Employees who wish to be considered are encouraged to talk to the present members serving on MAG before making a decision to apply.

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